

REPORT FOR DECISION

DECISION OF:	CABINET
DATE:	2 September 2020
SUBJECT:	Senior Management Capacity
REPORT FROM:	Cabinet Member for Corporate Affairs and HR, Councillor Tahir Rafiq
CONTACT OFFICER:	Geoff Little, Chief Executive
SUMMARY:	<p>This report proposes the final changes to the organisation structure which was proposed for the purpose of consultation on 10 June 2020</p> <p>The final proposals include changes made based on consultation feedback and further detailed analysis.</p>
OPTIONS & RECOMMENDED OPTION	<ul style="list-style-type: none"> • One of the two Deputy Chief Finance Officer posts is reconfigured into Director Financial Transformation and Deputy Chief Finance Officer at Chief Officer Band H, for which additional costs will be met from transformation funding. The post will assume S151 responsibility and final job descriptions for this role and the Joint Chief Finance Officer are appended • A Programme Manager is appointed at Chief Officer Band A with responsibility for the governance of the overall transformation programme • That an interim appointment is made to cover the potentially temporarily vacant post of Executive Director Children and Young People, pending a new starter taking up post. An internal recruitment exercise will be undertaken • That the post of Assistant Director Education be deleted and replaced by a post of Director of Education with recruitment to commence on the appointment of the Executive Director Children and Young People. • To approve the long term secondment of an officer, with a remit to lead the implementation of the neighbourhood model including continuation of Community Hubs. The secondee's job title is Director of Transformation (Communities) • A new post of Assistant Director Public Service Reform

	<p>at Chief Officer Band D is established</p> <ul style="list-style-type: none"> • A new post of Executive Policy and Research Advisor is established.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	The proposals accord with the policy framework
Statement by the S151 Officer: Financial Implications and Risk Considerations:	The outcome to the consultation has not impacted on the costs of the proposals approved by Cabinet in June and which are to be met from the corporate capacity budget that was created when the 2020/21 budget was set by Full Council in February 2020.
Equality/Diversity implications:	<p>Final EIA attached</p> <p>Recruitment following the restructure will be in line with equality and diversity</p>
Considered by Monitoring Officer:	<p>The Council is required by the Local Government Act to make arrangements for the proper administration of its financial affairs and employ a suitably qualified individual reporting directly to the Chief Executive as Section 151 Officer. This person is bound by professional standards and specific legislation to lead the promotion and delivery by the whole authority of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.</p> <p>CIPFA the regulatory body for public service accountants requires the s151 Officer to be a full member of the leadership team with a status at least equivalent to other members of the team.</p> <p>The Human Resources and Appeals Panel (HRA) have power to submit recommendations to Cabinet on the overall departmental structure of the Authority and major restructuring within Departments/Division</p>
Wards Affected:	All
Background papers	Reports to HRA and Cabinet 10 June 2020

1. Purpose of Report

- 1.1 In a report to the HR and Appeals Panel on 10 June 2020 the Chief Executive made a series of proposals to expand senior management capacity.
- 1.2 The proposals have been subject to a period of 30 days consultation. This report summarises the consultation process; key messages of feedback and associated changes proposed and the final recommendations which affect the Council workforce, for approval. A separate report will be made to the Remuneration Committee of the CCG Governing Body concerning changes to the CCG workforce establishment.

2. Original Proposals

- 2.1 The report of 10 June 2020 made the following proposals for structure change, to better align capacity with delivery priorities:
 - One of the two Deputy Chief Finance Officer posts is reconfigured into Director Financial Transformation and Deputy Chief Finance Officer at Chief Officer Band H, for which additional costs will be met from transformation funding.
 - A Programme Manager is appointed at Chief Officer Band A with responsibility for the governance of the overall transformation programme.
 - Members thank Karen Dolton for her service to Bury Council and recruitment to the post of Executive Director Children and Young People is approved to commence immediately.
 - That the post of Assistant Director Education be deleted and replaced by a post of Director of Education with recruitment to commence on the appointment of the Executive Director Children and Young People.
 - To approve the long term secondment of an officer, with a remit to lead the implementation of the neighbourhood model including continuation of Community Hubs.
 - A new post of Assistant Director Public Service Reform at Chief Officer Band D is established and recruitment begins as a matter of urgency.
 - A new post of Executive Policy and Research Advisor is established.

3. Consultation process

- 3.1. A 30 day consultation period has been applied with a range of opportunities for staff to make comments and ask questions, which have been responded to. This has involved the circulation of the report to senior managers for cascade and direction of any queries to the Head of Human Resources, who has co-ordinated responses.
- 3.2. In no particular order, key issues from staff feedback are set out below:
 - A number of queries about the remit of these posts and if they will work across the whole Council and OCO partnership; the extent of involvement from CCG staff in the development and opportunities available to CCG as well as Council staff from these changes.
 - The challenge of properly positioning posts as a joint resource below senior leadership level is noted and consultees have been assured that a strategy is being developed to respond. The aspiration is to create a single team which may work flexibly across the partnership but this requires some complex issues to be addressed from an employment, legal and financial perspective. As such at this stage posts may only be established and appointed to by the lead employer, but vacant posts will be advertised and applications invited from all.

- Staff have shared the view that they do not recognise the term “Council and OCO” as the partnership name; not all staff associated with these constructs. A suggestion for staff engagement to agree partnership name and identifiers was made
- Feedback was received that the expansion of strategic finance capacity through the Director Financial Transformation and Deputy Chief Finance Officer is welcomed, but questions raised about why the Council statutory powers (Section 151 responsibilities) have not been attached to this role. Concerns were raised that statutory functions/powers may become detached from operational resource management and that the Joint Chief Finance Officer (JCFO) may not have the capacity to manage these points of detail
- It was noted that the portfolio for the proposed Director of Financial Transformation and Deputy Chief Finance Officer includes Council risk management. Leadership of a joint approach to risk management across the council and CCG was one of the functions proposed for the Corporate Core
- A point of accuracy was raised about the job title for proposed secondee into the post of Director Communities

4.0 Proposed Amendments to recommendations

- 4.1. On the basis of consultation feedback it is proposed to revise the portfolio of the Director Financial Transformation and Deputy Chief Finance Officer to include S151 officer responsibility. The S151 officer holds statutory responsibility for the Council’s financial system and financial strategy including the Housing Revenue Account and Delegated Schools Grant. As a statutory officer the post will report direct to the Chief Executive but continue to work closely with the Joint Chief Finance Officer, to ensure the strategic planning and management of Council resources is undertaken in the context of the wider partnership and specific provisions of the joint budget and Joint Strategic Commissioning Function.
- 4.2 The Joint Chief Finance Officer will continue to hold strategic responsibility for finance across the Council and the CCG; lead on the pooled budget and a portfolio of strategic programmes including the housing delivery pipeline and delivery vehicle, One Public Estate and Radcliffe SRF.
- 4.3 To ensure arrangements work effectively they will be implemented on an initial fixed term basis to February 2021 and then be subject to review. A report will be prepared for Council to appoint an interim statutory officer on that basis.
- 4.4 It is confirmed that the Director Financial Transformation and Deputy Chief Finance Officer will assume responsibility for Council risk management but that this arrangement will be included in the review of arrangements, described above, in February 2021. Specifically, at this time, the opportunity for a joint approach to risk management across the council and OCO will be revisited.
- 4.5 More work will be undertaken to determine the strategy for an integrated workforce between the Council and the OCO, led by the Deputy Director Governance and Assurance with support from the Joint Chief Finance Officer. In addition support for a staff engagement exercise regarding partnership name/identification will be secured from existing subscription partners. A proposed way forward will be reported back separately
- 4.6 The job title of the long-term secondee from Manchester City Council will be corrected to reflect their substantive role. The post holder will be described as Director of Transformation (Communities). The job description is available for inspection.
- 4.7 Recruitment to the post of Executive Director Children and Young People is now underway but there is a risk of a gap between the current post holder leaving the Council and

appointed candidate taking up post. Short term, interim arrangements will be required

5. Recommendations

5.1 On the basis of the original proposals and feedback received, the Council's Cabinet is asked to agree the following final recommendations:

- One of the two Deputy Chief Finance Officer posts is reconfigured into Director Financial Transformation and Deputy Chief Finance Officer at Chief Officer Band H, for which additional costs will be met from transformation funding. The post will assume S151 responsibility and final job descriptions for this role and the Joint Chief Finance Officer are appended
- A Programme Manager is appointed at Chief Officer Band A with responsibility for the governance of the overall transformation programme
- That an interim appointment is made to cover the potentially temporarily vacant post of Executive Director Children and Young People, pending a new starter taking up post. An internal recruitment exercise will be undertaken
- That the post of Assistant Director Education be deleted and replaced by a post of Director of Education with recruitment to commence on the appointment of the Executive Director Children and Young People.
- To approve the long term secondment of an officer, with a remit to lead the implementation of the neighbourhood model including continuation of Community Hubs. The secondees' job title is Director of Transformation (Communities)
- A new post of Assistant Director Public Service Reform at Chief Officer Band D is established
- A new post of Executive Policy and Research Advisor is established.